

One System IPT Project Closeout

FY2013-OSIPT-M-0106

Executive Summary

A management assessment on the effectiveness of recent One System IPT activities associated with Project Closeout (e.g., ramp down and pause/suspension) was conducted during March of 2013.

TFC-PRJ-PM-C-28, *Project Turnover and Closeout*, effectively addresses the process for Turnover and Closeout of completed Projects. However, it is not unusual for Projects that have not been completed to be suspended/ramped-down/closed-out. When this occurs, the Project Manager does not receive clear instructions from TFC-PRJ-M-C-28 regarding expectations.

There should be a clear definition of a process for activities ranging from scope deferral through complete cancellation. The ramp-down and pausing of projects should include logical stopping points, such that work in transition is not lost, rework is minimized, and work completed can be efficiently applied to future similar design elements

Projects that are being suspended/ramped-down/closed-out prior to completion would benefit from increased clarity of process expectations.

{WRPS-PER-2013-0426}

The following PERs were also associated with issues documented in this Assessment Report:

- WRPS-PER-2012-0932 (Air Lift Circulator)
- WRPS-PER-2012-0933 (Steam Coil removal)
- WRPS-PER-2012-0934 (Dry Well Reinforcement)
- WRPS-PER-2013-0322 (Design Requirements Compliance Matrix)

Additionally, Lesson Learned WRPS-IB-13-0009 was initiated based on issues documented in this Assessment Report. As a result of ORP direction to stop, the Project Teams developed some useful tools to capture outstanding issues, comments/open items, and project status at the time of closure. All have been included as a part of the Project Closeout Reports and will be very useful information in the event of project restart, or if portions of the design are applied to other applications:

- **Design Media Tracker Lists:** Design Media Tracker Lists were developed to list all design documents, revision, percent completion status, open items/comments associated with each document; and where the project record files can be located. A clear path to Project documents is critical to future start-up.
- **Project Closure Report Action Items List:** All outstanding project issues and comments associated with the design at the time of direction to stop development were captured on the Project Closeout Report Action Items List.

AY/AZ Farm Infrastructure – Christopher Watson

What went well?

With a lack of clear project 'Ramp-Down' definition, Project efforts focused on the following:

- **Defining an intelligent place to discontinue the work effort:** Multiple discussions were held on the potential mitigations for AY-102. A decision was made to continue fieldwork to leave the farm in a configuration that was not dependent on work or project restart. Communication of down-selects were integral in this decision making.
- **Definition of Project Closeout:** does not necessarily address "Ramp Down." It was decided that there was still not enough detail in the future of the project. By revising the project execution plan (PEP) for AY/AZ the status of work scope that was completed was updated, and the remaining scope is well-documented. This allowed for transfer out of project status and back to the Base Operations organization

What could we have done better?

It was known to the Project Management that direction was implied or evident to evaluate projects that were impacted by the discovery of the AY-102 leak. WRPS's response to the customer was not very intuitive. For instance the AY/AZ Infrastructure team immediately started mitigating actions even prior to receiving formal direction and other projects continued down the path. While formal contract direction is necessary this was perceived by the customer as not the best way to address the uncertainty.

There should be a clear definition of a process for activities ranging from scope deferral through complete cancellation.

What were the significant challenges?

Definition of just what the mitigation actions were and understanding the definition of "ramp down" from the PMO was a challenge.

PERs / Lessons Learned

No PERs from this Project.

Project Closeout does not clearly address "Ramp Down."